



MARCH, 1953

FORTY CENTS

Manage

MAGAZINE OF MANAGEMENT MEN OF AMERICA

Leadership For Freedom... Page 8



Equipment and trim are subject to availability of materials

WHAT DOES THE '53 PLYMOUTH'S NEW **true balance**

MEAN TO YOU?

Before you even think of buying *any* new car, drive the new 1953 Plymouth—at your dealer's now! Plymouth is introducing something new in ride-engineering—a new way of keeping the ride in *true balance*—so the great new 1953 Plymouth steers and rides like no other car in the low-priced field. Also, the engine is stepped up to 100 horsepower with new, higher 7.1 to 1 compression ratio . . . and there's a new one-piece curved windshield . . . a new *truly balanced* body design with more usable space inside . . . other new features you'll want to see!



New control of **ROLL**

You'll notice how the new '53 Plymouth refuses to tip or sway, and how it "corners" like a cat on the sharpest curves! The center of gravity has been lowered, the frame is 4 inches wider and the new, wider rear springs are angle-mounted to resist roll.

New control of **PITCH**

In the '53 Plymouth, the masses of weight are placed where they'll resist forward-and-back or pitching motion of the car. Rear springs are synchronized to react a split-second faster than front ones, so they catch up with the rebound of the front springs and keep the ride level.



New control of **JOUNCE**

Rear springs are wider. Rear axle is set farther forward on the springs, so wheels stay firmly on the road while allowing full spring action. And you get the famous Oriflow shock absorbers, too. Result—smooth going over the roughest roads!

PLYMOUTH Division of CHRYSLER CORPORATION
Detroit 31, Michigan

NEW '53 PLYMOUTH

THERE'S MORE QUALITY IN IT—YOU GET MORE VALUE OUT OF IT

Do you own everything you would like?

*If not, perhaps the problem
of worker lay-offs could be solved*

EVERY MAN, woman and child in America knows of many things he would buy if he could afford them—that is, if the price were low enough. Cutting prices to the point retailers and manufacturers lose money and go bankrupt is no answer. Cutting *costs* is.

Suppose every producer (mine, farm, factory) equipped itself with the most modern productive equipment—and fair tax laws let them save enough to pay for that equipment. Then let every worker use that equipment at maximum efficiency.

Costs would tumble.

Then let business pass those savings on to the public.

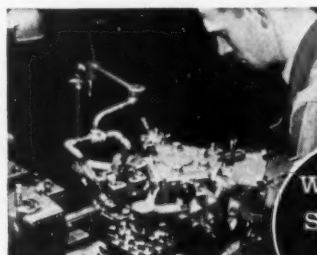
Prices would tumble.

Finally, suppose the consumer did his part, and bought. There would be such business as the

world never dreamed of. More store clerks would be needed to handle the demand, more transportation workers to haul the goods, more workers to produce them. The more demand and production, the lower the costs and prices; the lower the costs and prices, the more the demand and production. And everyone would have more and more of the things he wants.

Why isn't it done? Greed, fear, misunderstanding.

Honesty, hard work, unselfishness would do it, for the principle has been proven a thousand times. We've tried laws, contracts, strikes, slow-downs—and all we've got is hatreds, shortages, and periodic lay-offs. Is there a leader great enough to rally all America to put this *positive* approach to work? The approach that every honest man knows in his heart is *right*.



YOU CAN PRODUCE IT BETTER, FASTER, FOR LESS WITH WARNER & SWASEY MACHINE TOOLS, TEXTILE MACHINERY, CONSTRUCTION MACHINERY

ABOUT THIS ISSUE

America is a world leader mainly because she is an educational leader. Laurence F. Lee, president of the Chamber of Commerce of the United States discusses the problems of producing leaders through education in his article "Leadership for Freedom" on page 8 of this issue. Mr. Lee's warnings and advice should be taken to heart by every American.

The Atomic Age is a topic often discussed in our times. It has produced problems in every phase of American life. On page 10, A. W. Phillips, chief of plant protection of Hyatt Bearings division, GMC, deals with another new problem of this era in his article "Plant Security in the Atomic Age." Mr. Phillips is a well-known speaker in NAF circles.

James B. Murray, president of Murray Mfg. Co., has a message for the foreman who is only a half-hearted member of the management team. His article "The Foreman's Place on the Management Team" on page 12 bares the facts which MANAGE readers need to know about unified management.

In "Bigelow Develops Tomorrow's Executives," R. D. MacTavish of Cornell tells how one American industrial firm solved the problem of an insufficient supply of trained executives to fill future vacancies. See page 14 of this issue.

William Levy continues his discussion of what it takes to make a professional man in "Management Must Be a Profession" on page 17. The first installment of this article appeared in the February issue of MANAGE.

ABOUT THE COVER



Featured on this month's cover of MANAGE is one of the tool cribs at the Timken Roller Bearing Company in Canton, Ohio. Stored in this crib are about 225 dies which are used for perforating, winging and spreading cages. A cage is that part of the roller bearing which holds the roller in place. Tools pictured here represent a capital investment of about one-half million dollars. The die pictured in the foreground will weigh about one ton. They are moved from the tool crib to the press by means of a lift truck and are moved into position on the press by means of an overhead crane.

Manage

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MARCH, 1953

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THIS ISSUE'S TOTAL CIRCULATION: 57,212

THE NATIONAL ASSOCIATION OF FOREMEN, EDWARD O. SEITS, President; HAROLD B. LYDA, First Vice President; MARION KERSHNER, Secretary-Treasurer; J. E. BATHURST, Executive Vice President.

The National Association of Foremen (NAF) is a non-profit, educational, management organization devoted to unifying all segments of management, foremen to president; to recognition of a professional status for these management men; to broadening the horizon of first-line management for more effective leadership; to strengthening the free economy in America.

Its 55,186 members include all management segments, enrolled mainly in autonomous but affiliated "area" or "company" management clubs. It also offers company memberships, and individual memberships in special circumstances.

For full information, address the executive vice president at 321 W. First Street Dayton 2, Ohio.

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A NEW WORD FROM AN OLD FORMULA

"Say, Charlie, how's your philattiknetics?"

Sounds mysterious and like it might be catching, doesn't it? The funny thing about it is that it is not mysterious but it is catching. Maybe you have caught it and are now a carrier, spreading it to others. Maybe—like too many of us—you need to catch it.

Okay, enough of this hocus-pocus and our editorial way of playing hide-and-seek with readers. We confess that we have been toying with the English language and perhaps have invented a new word—which is yours for the acceptance. Here is our explanation:

Management means leadership. There are good managers and there are poor managers. To be a good manager, you must have and be able to demonstrate a top-quality philosophy, a healthy and fair attitude, a store of practical knowledge, and a worthy code of ethics. From philosophy, we take phil; from attitude, we borrow att; from knowledge we unhook kn, and from ethics we salvage etics (dropping out the "h" on purpose). Pushing all the parts together, we wind up with philattiknetics, which seems to us to be a perfectly good collective noun that names a set of qualities needed to make up a good manager.

How do you pronounce it? You can snap it out, hitting only the high points of the syllables, or you can roll it around on your tongue for a while before you finally say it—like we do . . . phil-att-i-k-netics.

You might say it out loud to yourself some one of these days when the going seems to be rough and you wonder what in the dickens is causing it all. "Philattiknetics!" you might exclaim, wondering if maybe you may have slipped in practicing your (1) philosophy, (2) attitude, (3) knowledge, or (4) ethics. If your conscience will let you remark in answer to this exclamation, "Nope, I've still got it all right!" then you can stride out into the plant and clap one of your men on the shoulder and say to him, "Say, Mike, maybe you need to be exposed to philattiknetics." (Better say it with a smile, though, as he might knock a few teeth out before you can get around to an explanation.)

Who knows? Maybe we can solve a few problems with this word.

THAT REMINDS ME . . .

Jimmy Jones was in the 4th grade and his arithmetic teacher was very irate over a homework lesson he turned in to her one morning.

"Johnny!" she shouted. "I told you to make up ten problems in long-division and solve them for today. You just have a lot of solutions on this paper!"

"Yes'm," Johnny responded pleasantly. "My daddy is a Foreman and he says the world is already too full of problems and that what we need are some solutions."

ON MAN'S INHUMANITY TO MAN—#1

A group of official travelers has lashed out at the Interstate Commerce Commission because American railroads have not "standardized by Federal law the diameter of wheat cakes served in railroad dining cars." The complaint is that the size of hot cakes served in dining cars of various railroads range from the size of a silver dollar to the diameter of a Rotary convention button. The group suggested to the ICC that the standard size be based upon the measurements of the wheat cakes served in the White House.

Which leads us to wonder if there is any difference between the size of Democratic and Republican hot cakes.

ON MAN'S INHUMANITY TO MAN—#2

Seventy foreign students studying at the University of Bridgeport under a Mutual Security Agency program became very bitter several months ago. The students from Denmark, Norway, Belgium, Austria, Holland, West Germany, Portugal and Italy said they were promised free tools and part-time jobs. They added that they had been told that in the event they could not obtain jobs comparable to those they held in Europe, they would receive financial aid from the U. S. government.

Resentment was also expressed by the students at being required to pay the 30 per cent income tax required of non-resident aliens.

The industrial coordinator of Bridgeport U. countered the gripes by saying that it was difficult to find employment for some of the students because of their inability to speak and understand English. Another problem, he said, was the stipulation that the students must be employed in union shops.

One of the subjects the students were supposed to study in this country was "labor-management relations." This stimulates us to remark, "Okay, students, you indicate you have learned about labor, so now how about studying your lessons on management."

Reardon

BRIGGS builds better

In the more than forty years since its founding, the Briggs Manufacturing Company has established an enviable reputation for outstanding quality. From the beginning, the Briggs business creed has been based on the firm belief that there is never a valid reason for accepting anything less than the best. The automobile bodies, Beautyware plumbing fixtures and other products, as well as the huge volume of defense work being produced by Briggs today are proof of the success of that underlying principle. And the people who make up the Briggs team are dedicated to the idea that the standards which have been so firmly established will never be lowered.

BRIGGS
Manufacturing Company
Detroit, Michigan



CIRCLE in red these dates on your calendar: September 23-24-25-26. They are mighty important days to every member of the management profession.

You're right. It is the time of the 30th Annual NAF Convention, to be held in the Hotel Schroeder at Milwaukee. Those of us who will attend should be making our plans right now.

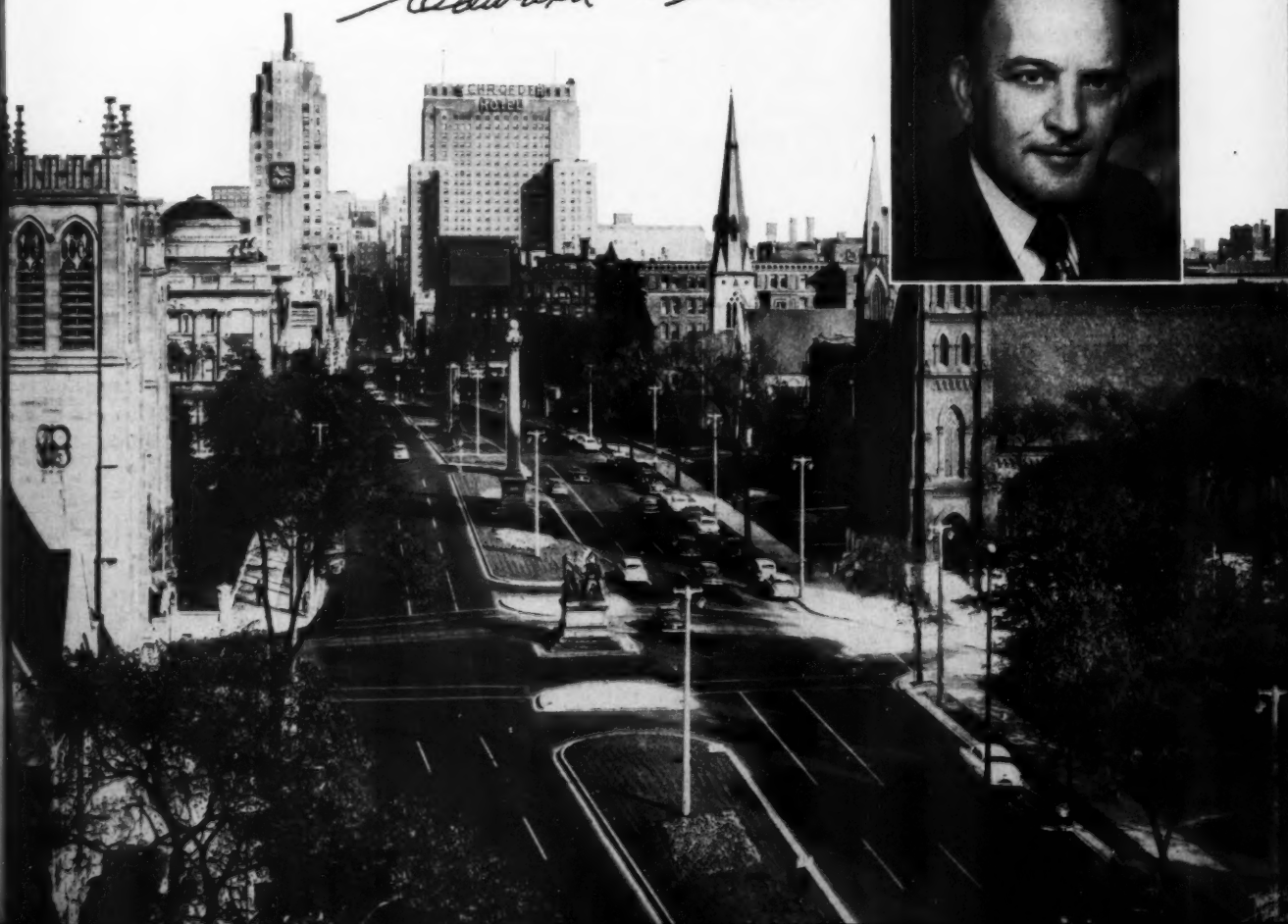
Through the years, the NAF has built an enviable reputation for staging top-notch national conventions. The conclaves do much to bring us up to date on management techniques, national and international industrial trends, new ideas for solving old managerial problems, and the renewal of our individual faiths in NAF objectives and philosophy.

Within a short time, the tentative program will be announced. It will be the finest yet, and you know from past history that we are going to have to go some to beat the 29th Annual NAF Convention in Cleveland. The whole four-day program will be geared to the times and every man who makes an address or leads a conference will be one of the foremost authorities in the world on his specific subject.

The NAF clubs of the Milwaukee area and the Home Office staff are well into the execution of the details for the convention. A lot of work has been done already and by the time the gavel raps in adjournment at noon on September 26, we will be thinking of the even greater job of planning for the 31st—in 1954—in Cincinnati. New records will be set this year in Milwaukee.

I hope you are already making your plans to be with us in Milwaukee.

Edward O. Sells





Leadership for Freedom

By **LAURENCE F. LEE**, President,
Chamber of Commerce of the United
States

THE partnership of free enterprise business and the free and independent university dates back to our colonial days. The free enterprise university and free enterprise business have especially needed each other since the earliest days of our republic. That is why some business men have founded universities and colleges; others—by the many thousands—have endowed them. And in return—an unending flow of constructive young men and women has entered the stream of American life. On balance, the investment has been satisfactory and rewarding.

But that is not the whole story.

There is more involved than dollars and cents. Our independent colleges and universities are tangible evidence of the moral and spiritual values of American society.

Character and self-reliance are fundamental to the American way of life. Those two virtues were about all our founding fathers had when they built this nation. The Revolutionary war drained off what little substance our thirteen colonies possessed. But they set up in business as a nation with character and self-reliance as their major assets and defied a skeptical and cynical world.

Today, these are the values that

set our successful society apart from communism, from socialism and collectivism in all its varied forms. In these crucial times when our way of life is challenged abroad and challenged at home, we cannot over-emphasize those basic values—nor ignore the needs of the colleges and universities which give them priority in their curricula.

As matters stand today, many of our independent universities are critically short of funds because of increased costs and the business community is increasingly aware of their difficulties.

The National Chamber's Committee on Education recently ap-

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proved a policy statement with direct reference to this problem. In part, the statement reads as follows:

"It is essential to the preservation of the independence and integrity of higher education that business assist in the development of more avenues of support, especially for those colleges and universities that are dependent on private gifts and endowments."

This policy statement will be considered by the National Chamber's Board of Directors at the next meeting. It appears virtually certain to be adopted. The Committee hopes this statement will alert those in the business community who may be in position to help but have not thought in terms of special emphasis on the *present problems* of the free enterprise university and college.

As we understand it at the National Chamber, funds are critically needed to maintain the schools of liberal arts as well as for research, administration and for general purposes.

ation is at work against free education just as it has been at work against the well-being of our economy in general.

Our federal tax policies in these last 20 years seem deliberately designed to thwart individual initiative and risk-taking, all of which are vital to the workings of our profit-and-loss economy. The same policies are operating against education in comparable fashion.

Endowment earnings were traditionally a major source of income for private institutions of learning, but these, too, have steadily declined in the last three decades. In 1918, they provided about eighteen and one half per cent of the educational and general income of all institutions; in 1950, they supplied not much more than five per cent.

As a result of all this, corporations have come into prominence in the field of philanthropy. Their gifts and contributions climbed from about thirty million dollars in the late 1930's to more than two hundred million dollars in every

general purpose funds and funds for schools of liberal arts gives rise to new questions:

How should such funds be allocated? There are about 1,200 private colleges and universities. Many corporations have branches or distribution centers in all the 48 states or in a number of states. Which university should a corporation choose? Should the corporation extend a token grant to one college in each state or each college in its area of activity? Or should it concentrate on one, two or three institutions that happen to neighbor its home office?

Here is a human problem—and a personal problem—for the free enterprise corporation. The free enterprise university will be the first to understand it in that light.

The university will also understand that corporation gifts should not be relied upon as an easy and complete answer to the present budget problems. Corporations may suggest intensified campaigns for larger alumni contributions; they may also suggest a closer study of administrative costs before extending their aid.

Furthermore, our studies at the National Chamber reveal that many corporations would be reluctant to abandon the practice of earmarking grants in favor of unrestricted gifts. It is true that in some cases such grants have been a mixed blessing. A few colleges and universities have incurred deficits in attempting to fulfill the terms of grants. But this problem can be solved and must be solved.

Compared to larger problems that free enterprise education and free enterprise business have in common, it is almost a secondary item.

WIDER HORIZONS

The dangerous trend toward collectivism in our society could destroy freedom in education at the same time it was destroying freedom in business. To offset this trend, the bond of understanding between us must be strengthened. One of the best ways to counteract

(Continued on Page 24)



ENDOWMENT EARNINGS

The situation is complicated by the fact that taxes have dissipated many individual holdings and thereby curtailed individual endowments for all worthy purposes. The field of higher education was receiving more than nineteen per cent of its total income from philanthropic sources in 1929 and 1930. Today, that percentage has been reduced to a little more than fourteen per cent.

The natural law of diminishing returns as a result of too much tax-

year since 1944. It is estimated that their gift exceeded three hundred million dollars in 1951.

Much of this money has gone for educational purposes. In the past, and for several generations, a substantial proportion of corporation gifts has gone into projects closely related to the corporation's own specialized need. There have been generous grants for research, fellowships, scholarships for corporation employees, laboratories and experimental and pilot plants.

An appeal for greatly increased



American industry has entered the "Atomic Age." What does that mean in regard to industry's responsibilities to its home community and its employees? Where does Plant Security enter the picture?

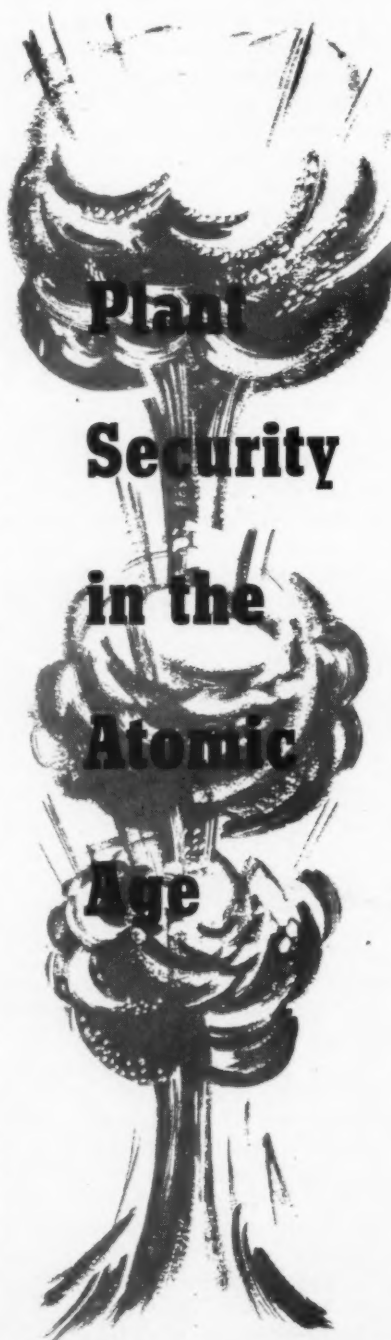
By A. W. Phillips,
Chief of Plant Protection,
Hyatt Bearings division of General
Motors Corporation, Harrison, N. J.

First—"What is Plant Security," and then, what do we mean by "Atomic Age."

Industrial plant security is the accomplishment of effective procedures, plans and an active organization designed to protect the employes, plant and equipment in the event of an emergency either localized or general.

Many plants have had Plant Protection and Safety organizations in effect for years. Primarily these were geared to handle individual instances and unusual disturbances of minor nature. During World War II practically all industries developed what was at that time referred to as "Air Raid Organizations." These groups were formed, trained and drilled for the maximum protection of their people and property in the event of an enemy attack. Unfortunately, with very few exceptions, at the close of the war these organizations and war time protection measures were disposed of or permitted to disintegrate and pass out of the picture and industry in general returned to the prewar methods of Plant Protection.

World War II hostilities ceased years ago, since then we have been, supposedly, in a peace time period. Why then should we be concerned with a greater degree of industrial security than that of pre World War II? The answer is obvious and indisputable. We have reached an age commonly referred to as the "Atomic Age." A period of time which has not only strong possibilities of war, but already has shown too many experiences of industrial disasters, so called "peace time disasters," Texas City, Port Newark, air line crashes, railroad accidents and many other incidents involving people and considerable equipment and property. Causes?—sometimes known and oftentimes not known. Nevertheless,



directly or indirectly a result of industrial progress, new developments, materials and processes, additional hazards created by an expansion of industrial activities.

What have we learned from these unfortunate and very often tragic experiences? Preventative measures—to a degree, yes—equally and perhaps more important though, we are convinced that preplanning, the development of and maintaining an efficient emergency organization, and coordinated mutual aid arrangements—preparations for any type of disaster—are essential for the safety and security of the employes and the maximum protection of the property.

Furthermore, the growth and expansion of industry has carried with it added responsibilities. The time has passed when an industrial plant could be concerned only with its own employes and property. The industrial plant of today has a responsibility to the community wherein it exists. A responsibility to maintain safe standards within its own confines and also to contribute to the safety of the area. It has a moral responsibility to neighboring plants in times of extreme emergency. Such a program is basically good public relations. It shows the employes that the company is concerned about their welfare and the welfare of the community, and makes the community feel that the company is a real asset. These responsibilities quite naturally are magnified should we be at war and subjected to enemy attack.

Actually there are three steps necessary to provide adequate plant security, both for the present and the future. The first step necessary is:

1. The development of an efficient Plant Security Program.
2. The second step necessary is

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the coordinated mutual aid arrangements among industrial plants.

3. The third step necessary is the coordination of the individual plant and group plant efforts with municipal, state and federal activities.

We have been interested in the mechanics of an industrial security program, placing prime importance on the protection of people and property during an emergency, which is what the program is designed to do. Industrial security is not just a war time measure, it is here to stay as a permanent part of industrial life. Should an emergency occur, either peace time or war time, the expense and effort put forth will be repaid many times over in realizing the maximum protection for people, minimizing injuries, and providing protection for the property. But should we never reach an emergency, we will have realized a public relations value impossible to state in dollars and cents. The industrial plant that has an adequate civil defense program has, as well, an important aspect of personnel and public relations. The company personnel know and understand a program for their protection is being followed. The surrounding community knows that the area is safer since the plants' program and disaster equipment are available for emergency use. These are important by-products of the civil defense program.

The disaster experience in this country is proof that such things can, and undoubtedly will happen in the future. There is no doubt that more and new aspects in this field will present themselves as we go along. Industry must keep step with this progress and constantly improve industrial plant security thinking, with emphasis placed on preparedness for any type of disaster. Should an occasion in the future require the activation of these security programs, we will be in a position to protect ourselves and our neighbors. We fervently hope this never becomes necessary, but in the meantime it is considered an inexpensive premium for a very good insurance policy.

A. W. Phillips

MANAGE March 1953



Why do so many men Just miss Success?

MANY able and ambitious men *just miss success*. You cannot call them failures. But they go along year after year never quite reaching the big jobs and the big rewards of business.

There's a reason for this lack of real progress: Business, today, is a complicated thing; every major department is closely related—production, marketing, finance and accounting are intimately tied together by one master operating plan. The man who understands only one or two of these functions can't go very far because he's lost in the higher realms of management. He has too many "blind spots" in his knowledge of modern business methods.

The higher you go in business today, the more you must know about its fundamental principles; and the more you know, the faster your progress can be.

If you are not enjoying the success you think you deserve, perhaps the Alexander Hamilton Institute can help you.

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The Foreman's Place on the Management Team

Many foremen complain that though nominally members of the "management team," actually they are left out when the team "goes to bat." James B. Murray, President of the Murray Manufacturing Co. of Brooklyn, N. Y., discusses these objections and offers constructive suggestions worthy of note.

BY JAMES B. MURRAY

IN the title of this talk I have made an assumption which some foremen will have reason to protest. These men may claim that although they are nominally a part of management they are seldom in on the act—that their position on the team may best be described by the title "left out." There may be a doubt in their minds as to whether management is really a team in the sense that everyone knows what position he is playing and how he contributes to the over-all goal and objective of the enterprise. He may say that there is no team work or united effort but just a lot of individuals struggling separately for power and prestige. All these objections have a certain validity and I intend to discuss them.

Let us, for a moment, examine the nature of management and then the task of management. By definition, management is getting results through others. As soon as a man lays down his tools and begins to direct the work of others, he becomes a manager. The main task or function of management is the same as the main purpose of the enterprise and that is to produce goods—to get out the production—and to distribute that production to fill the needs of the public.* Many of us have been deluded into the

false impression that it is only the shop that produces goods. Of course, here is where the goods are actually fabricated, but the only way any other activity in the organization can justify its existence is by the fact that it helps the shop to produce more goods. The men and women who make and sell the goods are the ones who are really close to the main purpose of the enterprise. The closer you get to production, the easier it is to justify your existence. That is why the foremen are called the "key men" in management. The rest of us must constantly examine our positions to determine if we are really assisting and helping in this central objective of the manufacturing enterprise.

I think we are all agreed that the main job of the enterprise is to produce the goods and to distribute them to the insatiable wants of the American public and that the energies of all the people on the management team—the accounting departments, the advertising departments, the drafting departments, the laboratories, the personnel departments—are, or should be, furthering this objective. Many of their efforts may seem to you to be impeding progress, to be fouling up the works, to be generally haywire and crackpot. But don't be hasty. Examine them carefully before discarding them as excess baggage. You may find that they are being used widely by thousands of successful companies and that, in

the long run, they are making your job easier and your company more successful. How many times will the foreman say "But my job is to get out production; I don't have time to be bothered by these people." Management and the foremen, working together on the management team, must agree on the best methods to achieve the production goal. The men on the management team must have mutual confidence in each other and should agree as to the best methods to achieve production. These staff people are there to help him and his attitude towards them should, in a sense, be the same as his attitude towards a doctor.

QUITTING THE TEAM

Let me now consider some of the reasons why the foreman gets left out of the game. First of all there are some foremen who simply resign from their position. They abdicate. Instead of defending the management team when it is criticized, or when things are not going well, they have a tendency to condemn management by using such expressions as "They don't know what they are doing." If the foreman wants to stay on the management team in the eyes of his subordinates, he may have to accept the responsibility of management's mistakes—for is he not a part of management?

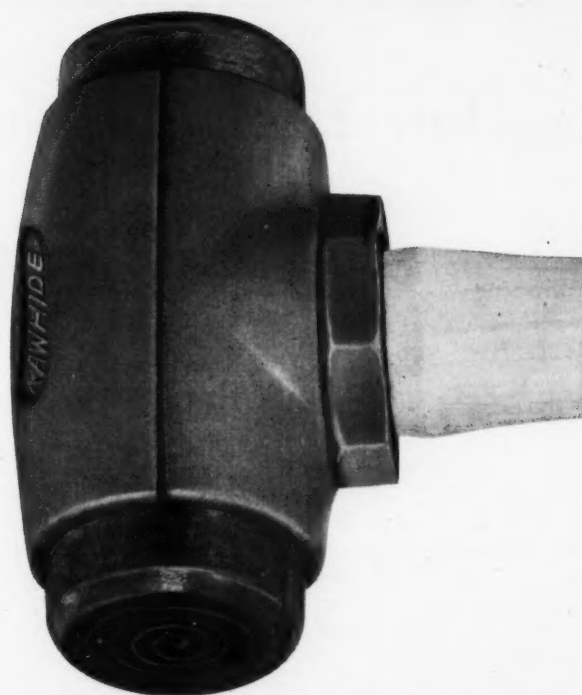
OUT OF TOUCH

Here is another reason why the
(Continued on page 29)

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*In this talk I have purposely omitted mention of service industries, although the same principles apply.

The best
"soft" hammer
your money
can buy!



JAW-HEAD

Tough, resilient water buffalo faces deliver needed power, cushioned to protect fine finishes and delicate parts. Faces quickly and easily replaced. Safety-Flare handle gives comfortable, non-slip grip. When you need a "soft" hammer, make sure it's a C/R **RAWHIDE Jaw-Head**.

CHICAGO Rawhide MFG.CO.

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Merely loosening a nut releases jaws for replacing faces. Tightening nut holds faces in vise-grip.

• Available from leading industrial suppliers. Also C/R Rawhide mallets and Rawhide mauls.

OTHER C/R PRODUCTS



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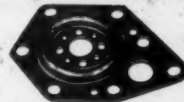
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Custom-engineered, chemically specialized and custom-built for critical service in aircraft, automotive and other mechanisms.

Bigelow Develops Tomorrow's Executives

What can American industry do about the problem of insufficient reserves of trained personnel for future executive positions? Bigelow-Sanford Carpet Company, in cooperation with the New York State School of Industrial and Labor Relations at Cornell University, found the solution when they initiated the then-experimental "Bigelow Institute of Industrial Management" in 1951.

BY R. D. MacTAVISH

TWENTY-TWO methodically selected supervisors of Bigelow-Sanford Carpet Company's Amsterdam, N. Y., plant are proving that they can get an intensive, university-level education while holding down their regular jobs—providing that the University moves into the plant.

This unique teamwork experiment in executive development, which may establish a new trend in industrial education, is being conducted over a two-year period by the New York State School of Industrial and Labor Relations of Cornell University under a grant to the Cornell school from the company. The University's Sibley School of Mechanical Engineering is cooperating in the project.

When James D. Wise was named president of the Bigelow-Sanford Company in 1944, he surveyed the operations of his organization and concluded that the company was not developing a sufficient reserve of trained personnel for tomorrow's vacancies in management. One of his first projects was a program in management development, the purpose of which was to pick men with leadership potentials and provide them with the opportunity to prepare for advancement.

This management development plan of Bigelow-Sanford is multi-phase, each contributing to the end objective, that of developing tomorrow's executives.

As one of these phases, Elliott I. Petersen, vice president of manu-

facturing, inaugurated the Bigelow Institute of Industrial Management at the Amsterdam plant on October 4, 1951, and it is through this organization that Bigelow-Sanford coordinates with the Cornell program. "BIIM", as it is familiarly called, operates for the benefit of 22 carefully selected supervisors of the Amsterdam plant who compose its membership. These men represent a vertical organizational training group, rather than one of horizontal level. The educational program worked out by Cornell for these chosen 22 men is an intensive two-year course, as rigid and thorough in its industrial educational requirements as any industrial institute or university program could be.

When the BIIM-Cornell program was initiated last year, President Deane W. Malott of Cornell University termed it, "One of the most significant educational programs ever undertaken by a university inside an industrial plant."

The Cornell school, meanwhile, is making sure that it learns as much as possible about the effectiveness of this new approach to education. The program is constantly surveyed to be sure that the "students" are absorbing the material, and that they are actually benefitting to a reasonable degree from the knowledge gained.

Hence, to supplement the industrial education program, a research project has been set up to gauge the effectiveness of the program in relation to Bigelow's needs. This



Professor Robert Ferguson of the New York State School of Industrial and Labor Relations, Cornell University, outlines for the BIIM group an assignment in Business Economics.

research program is carried on by Cornell in conjunction with BIIM.

"The School of Industrial and Labor Relations regards education for leadership as one of its major responsibilities—whether its students be undergraduates, graduates, employees or employers," Dean M. P. Catherwood of the School of Industrial and Labor Relations has said. "This opportunity for long-range research into the effectiveness of in-plant leadership training will be of great value, not only to our school but to other institutions as well."

To fulfill the industrial education course requirements, each member of BIIM must successfully pass examinations in the thirteen technical subjects which form the curricula.

These thirteen university-level courses in industrial management are given by members of the Cornell University faculty and other authorities specially enlisted. This assignment, incidentally, is no easy task for the Cornell professors. They travel more than 300 miles per round trip each week through rain, shine, snow or storm to get to the Amsterdam plant from the Cornell campus at Ithaca.

The quality of the work is strictly maintained at normal university standards. Every effort is made by the teaching staff to give the class a broad base for individual development, with special attention paid to the application of the course to each man's performance on the job.

BIIM is conducted without expense to its 22 members, except for textbooks and instructional materials. A modern technical library is provided by Bigelow-Sanford to cut down these costs. One three-hour session is held each week for forty weeks a year, making a total of 240 hours of instruction.

In August, 1952, Cornell sent an evaluation questionnaire to the 22 BIIM members requesting them to state frankly their opinions of the first year of training. Each was instructed not to sign his name to the questionnaire and to study the questions carefully before answering them so that the soundest conclusions possible might be drawn from analysis of their expressed

opinions. They were told that the findings would be used in the final and detailed planning of the second and last year of BIIM operations and that it was important to make an honest constructively critical evaluation of the first year from their personal point of view. They were informed that their employer would not see the individual questionnaires but only the findings in a narrative summary with recommendations.

Emphatic responses from the twenty-two executive developpees established that the institute was in line with their expectations when they applied for the program. They characterized the course as academically tough, the pace aggressively fast, the readings and problems all time consuming. They especially noted the sharp impact of relationship between academic theory and the field of practice.

Most of the men believed that their views had been considerably broadened, that their intellect had been sharpened and that their

minds had been focused upon the major problem areas of industry for the future. Many stated that the program as a whole had developed their perspective to view and to understand the overall industrial situation. Their knowledge of unfamiliar areas of industry had been improved beyond their expectations.

BIIM members claimed that the first year program stimulated a great deal of original thinking on their part. It pointed out to them the great potentialities of modern industry and the extraordinary opportunities for individual advancement and success. Specifically, the men developed insight into various multiple departmental managements of Bigelow-Sanford.

All of these responses point to one fact—a universal management problem has finally been solved through industrial far-sightedness. Bigelow, leading the way, has discovered a way to develop today the executives that it will need for tomorrow's business.



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What's **Top Management** Thinking About?

Well—think this over:

A company must give fair values to its customers, or it won't have any business.

It must pay fair wages, or it won't have any employees.

It must earn profits for its owners—otherwise they'll close it up and put their money in something else.

It must keep the plant modern and efficient—or the whole enterprise will end up in the scrap yard.

You're a Part of Management. These Problems are Yours Too!



Foremanship Foundation, Inc.

DAYTON, OHIO



A non-profit organization
supported by companies who
believe that America's Foremen
help steer America's future.

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"Life is a place of service, and in that service one may suffer much, but more often experiences a great deal of joy. That joy can be real only if people have a definite object in life aside from their personal happiness."
—Tolstoi

Management Must Be a Profession

BY WILLIAM LEVY

LAST month I advanced the idea that before we could achieve the dignity of a profession it would be necessary to assume the seven characteristics of a professional man. These included:

1. Attitude of mind—"I profess or I know"
2. Special skill or kind of work
3. Social responsibility—the "second" mile
4. Standard of personal qualifications
5. Standard of conduct—Code of Ethics
6. Status
7. National organization of professional group

I proceeded to explore and analyze with you the first two concepts. This month I will deal with the other five.

SOCIAL RESPONSIBILITY—THE SECOND MILE

Almost 15 years ago I heard a great man speak and he made a profound impression upon me. I have tried in a small way to transmit his ideas to others and to live the concept myself. It was the late Dr. William E. Wickenden, President, Case School of Applied Science, Cleveland, Ohio. Dr. Wickenden started off his talk in this manner, "Whosoever shall compel thee to go one mile, go with him twain." I think you recognize this as taken from the Sermon on the Mount. Now it seems to be a paradox because it says in effect that every job, every calling has within it that first round, that first mile of compulsory effort. That's what you do because you have to. It's what they buy—your arms, your brains, your duties. But beyond this round of compulsory effort, that which you must do, there is a *second mile*, the mile of voluntary effort. Strange as

it may seem, this is the mile of greatest reward and the more you give, the more you get. I remember Bennett Chapple, who at that time was Assistant of the President of Armco Steel Corporation, making the following comments to a Seminar group in Dayton, "If you'll start out tomorrow morning to devote 5 minutes of your day to doing something for someone else—not with any thought of reward or payment—in fact, say to the individual, 'you owe me nothing, the debt is paid'—you will be amazed, utterly amazed at the number of dividends you get from the most unexpected places. I know it may seem crazy but it works. Believe me. Try it and see."

For the life of me, I cannot see how any group of people can aspire to the dignity of a profession unless they are motivated by the desire to render service, to do things for others. I'll go one step further. Any man who has the audacity to call himself a member of management and is not motivated by the desire to serve his fellow man ought to get the h—l out of management. He's in the wrong field because in management, your whole life is dedicated to that purpose.

There is a vital lesson for industry in this concept and a very hard-headed practical one. *The greatest untapped asset in industry today is the difference between what your employees do and what they could do if they wanted to.* Have you stopped to think that your competitor, every plant in the land can buy equipment, materials and engineering brains? The only variable you have is your employees and the extent to which he gives you that big half of his efforts

—that which you can't buy—that which he gives you voluntarily. This depends on his relations with you as his boss—whether he thinks you are a good Joe or a heel.

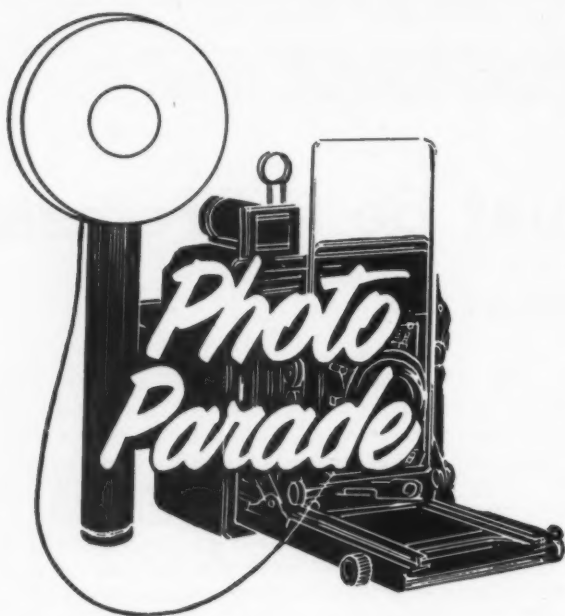
In directing the work and lives of their employees, I wish more management men would adopt and use the most successful technique I've ever seen operate, one used constantly by the greatest psychologists in the world—your wives. Did you ever notice how successful the little woman is in letting you have her way all the time!

One of the most discouraging things I encounter is the individual who dies when he's 30 but they don't get around to burying him until he's 80. As has been aptly stated, a rut is only a groove with the edges turned out. And I meet the man who boasts, "I've been managing this department for 12 years." You check a little and you find that he hasn't materially changed anything for the last 11. What he should say if he were honest is, "I've managed this department for one year and repeated it for 11." Here's the tragedy. I don't know how many hundreds of times I have stated or written this remark and I believe it with all my being. In this fast-moving industrial picture with all of its engineering advances and technological developments, frankly, you are going to have to run like h—l to stand still. You don't have any choice, believe me. You either grow or go!

STANDARD OF PERSONAL QUALIFICATIONS

There is really only one major thought I want to leave with you in this area. Somehow we have al-

(Continued on Page 32)



BROTHERS IN THE MANAGEMENT FRATERNITY—Dr. James E. Bathurst, left, NAF Executive Vice President, greets Ralph S. Damon, President of Trans World Airlines, as the latter arrived in Dayton to address a Rotary Club meeting. Mr. Damon, as head of TWA, is a member of NAF-affiliated TWA management clubs in New York City, Los Angeles and Kansas City.



PRESIDENTS' QUARTET—Four executives of American Aviation, Inc., in Columbus, O., last week. From left: Edward O. Seits, NAF National President; Jack M. Seits, NAF National Vice President; Lee A. Seits, NAF National Secretary; and Lee A. Seits, NAF National Treasurer.



GRAYSON ADMINISTRATIVE CONFERENCE—Grayson conducted a group of sociologists through the Division plant of the Robertshaw Controls Co., California.



RTET—Four executives got together at North
ac., in Cols. O. last month—left to right,
National; Jack Mathews, outgoing NAA
lumbus) sent; Lee Atwood, North American
nt, and Jensen, recently-elected President of
agement Co.



SAY-Y-Y-Y-Y. GHOSTS WON'T HURT YOU—But Virginia Mayo, Warner Bros. star, appears doubtful—as well as forgetful of part of her pajamas. The star of "She's Back on Broadway" is no stranger to **MANAGE** (and neither are her knees). She's back by popular request.



ISTRATION
sociology
Robertson
Controls Co. in Lynwood, Cali-



"WHAT'S MY LINE?" as played by the Foremen's Club of the Buffalo Branch of the American Brass Co. brought together panelists Leonard Scott, Ambrose Smith and Benson Willard in an attempt to identify the mystery guest (who turned out to be a plant guard). Standing are Arthur Kuhn and Morry Thompkins, moderator.

IN THE INDUSTRIAL SPOTLIGHT

William Holzhauser, manager of the Aluminum Company of America's Vernon, California, works, was recently elected president of the Merchants and Manufacturers Association, Los Angeles. He succeeds Bryant Essick, president of the Essick Manufacturing Co.

Dr. Lee A. DuBridge, president of the California Institute of Technology, told American Management Association conferees in Los Angeles that the managers of American industry are now coming from the ranks of scientists and engineers. Today former scientists comprise 40% of management; the figure is rapidly growing.

For the third consecutive year, the title "Safest Woodworking plant in Ohio" was awarded to the American Box Co. of Cleveland. The company was credited with a 3-year record of no lost time due to accidents.

The American Brake Shoe Company announced recently the appointment of three new men to top management positions. Gilfray Ward and Joseph L. Mullin were named president and first vice president, respectively, of the American Manganese Steel division and Donald K. Rennie was named vice president of the American Brakeblok division.

The Meyercord Co. of Chicago is now distributing new truck decal signs showing the exact tax load of the trucks on which they are applied, as one means of fighting current criticism of the trucking industry.

All available display space at the National Materials Handling Exposition, which will be held at Convention Hall, Philadelphia in May, has been assigned. The Materials Handling Institute, sponsor of the exhibit, expects visitors from all parts of the U. S. and 40 foreign countries to view the \$10,000,000 display of new materials handling equipment.

Fabricast division of General Motors has announced plans for the construction of a new plant at Jones Mills, Arkansas. The new plant facilities will supplement the division's production in Bedford, Ind., in the making of permanent mold aluminum castings.

Milo F. McCammon has been appointed director of manufacturing of the Eclipse-Pioneer division of Bendix Aviation corporation, Teterboro, N. J. He served with Borg-Warner Corp., Yale & Towne, Inc., and Hudson Motor Car Co. before joining Bendix in South Bend.

John Hassall, Inc., a 102-year-old company now operating in Brooklyn, N. Y., has made known plans for the construction of a new plant in Westbury, L. I. The company, which produces special nails, rivets, screws and cold-headed fasteners, expects to begin manufacturing operations in the new plant August 1, 1953.

Robert B. Ross, formerly editor of "Supervision" magazine and "Advanced Management" magazine, has been named to the post of manager of employee relations of the P. R. Mallory & Co., Inc., Indianapolis, Ind.

Dr. Louis H. Goodson, senior chemist at the Midwest Research Institute, Kansas City, Mo., has been chosen by the Voice of America to prepare a radio program on chemotherapy in cancer, it was announced. The program, one of several designed to make available specialized technical information about the sciences and humanities to the Far East and European areas, will be primarily directed to "an audience of experts who might not otherwise have access to the information."

A maintenance workers' bonus scheme at Mander Brothers, paint and varnish manufacturers of Wolverhampton, England, cut maintenance costs by 8 per cent during the first six months, and the workers averaged 15 per cent more pay.

Appointment of Dr. Brian O'Brien as vice president in charge of research of the American Optical Co. of Southbridge, Mass., was announced recently. Dr. O'Brien, who is on leave of absence as Director of the Institute of Optics of the University of Rochester, is president of the Optical Society of America.

The International Labor Office, Geneva, reports to the United Nations that "The best hope for an increase in world demand for textiles lies in an increase in consumption per person in the undeveloped—and underclothed—regions of the world."

A radically new "idea exchange" plan enabling idea originators to share 50-50 with the company in any savings accruing from their suggestions has been introduced by the Parker Pen Co., Janesville, Wis. The idea exchange differs from the time-honored suggestion system in that cash is awarded on a formula basis, and according to company spokesmen, the "sky is the limit."

General Electric reports that "flying lighthouses" are being adopted by commercial airlines in the U. S. as the latest move in their constant effort to increase aerial safety. These lighthouses-in-the-sky are the airliners themselves, many of which henceforth will carry a high-intensity rotating beacon mounted atop the vertical fin of the tail assembly.

A sharp increase in expenditures for marketing research this year is indicated by a new American Management Association survey conducted among 425 member companies. However, even with this upswing, the companies still will spend only a fraction of the sums appropriated for production and technical research, the survey shows.

Diamond Alkali Co., Cleveland, Ohio, and Belle Alkali Co., Belle, W. Va., recently announced that Diamond has taken a 60-day option either to purchase the stock of the Belle Co. or to acquire the right to use the Belle process for the chlorination of methane. Derivatives of this process are used in the manufacture of silicon resins, solvents and drugs.

John H. Eikenberg, vice president in charge of industrial relations, Revere Copper & Brass Co., Inc., has been named chairman of the Commission on Labor-Management Organizations of the National Conference of Christians and Jews, it was announced by Everett R. Clinchy, president of the Conference. Eikenberg succeeds Dwight R. G. Palmer, board chairman of General Cable Corp.

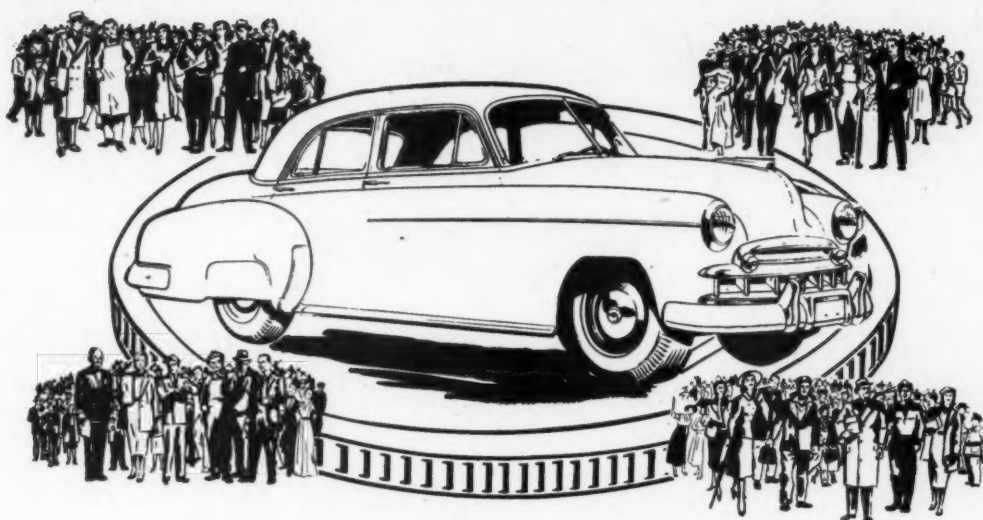
Approval of the First North American Conference on Apprenticeship, to be held in San Diego, Calif., August 2-9 with some 2500 participants expected, has been voted by the California Legislature and signed by Governor Earl Warren. The objective of the conference is to stimulate and improve apprenticeship training of future skilled craftsmen.

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WHAT IS AN AUTOMOBILE?

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IN terms of **human values**, what is an automobile? Who gets how much for doing what in its production?

When the average American car leaves the factory, somebody has to put up about \$2,200.

The manufacturer distributes this amount among four groups of people: 1) the people (the suppliers) from all over the world from whom the manufacturer bought the materials, parts, and services that went into the car; 2) the people on the payroll who supplied the human energy that went into the production and exchange of the car; 3) the government workers and other people who benefit from taxes; and 4) the people (the stockholders) who supplied the tools of production and exchange.

II

BY averaging the 1951 operating figures of a cross section of "big" and "little" automobile manufacturers, we find the following distribution:

1. The suppliers got about	\$1,102
2. The employees got about	512
3. The tax beneficiaries got about	466
4. The tool owners' share (profits) was about	80

That left about \$40, representing the cost of the tools worn out in the process of producing the car.

This \$40 was not distributed to anyone: it was set aside for the replacement of tools.

III

BUT we have to go behind these figures to get the whole truth because Item No. 1 consists of the other four items: in other words, the \$1,102 paid to suppliers was used for payroll and pensions, etc., taxes, profit, and worn-out tools.

There is no way of getting the **exact** breakdown, but the following is pretty close:

Payrolls, pensions, etc.	\$1,372
Taxes	620
Profits	135
Worn-out Tools	73
Total Factory Cost	\$2,200

Here we see the **social** results of the free American system of private competitive capitalism: the highest payrolls on earth and the finest values on earth.

And as long as we take care of our freedom, our freedom will take care of us.

"BETTER AMERICA" series of illustrated editorials presented as a public service by MANAGE Magazine.



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Management on Review



NAF GOES LATIN—Alfred Monteath, president of the PAA Management Club of San Juan, accepts the gavel and charter for the first NAF management club outside the continental limits of the U.S. from Robert S. Bush, NAF director. Other club officers are, left to right, Alfred Lucignani, vice president; John Fernandez, secretary, and Joe Kadar, treasurer.



HUGH L. CLARY, left, president of Clary Multiplier corporation, receives first of the company's new hand-operated adding machines to come off the assembly line at the San Gabriel, Calif., plant. Presenting him with the initial hand model produced by the makers of the internationally known electric business machines is **George V. Siegel**, assembly department supervisor.

MANAGEMENT CLUB ORGANIZED IN SAN JUAN, PUERTO RICO

San Juan, Puerto Rico—The NAF's first management club outside the continental limits of the United States became a reality December 18, 1952, when Robert S. Bush, NAF director and president of the Pan American World Airways Management Club in Miami, Florida, presented the charter and gavel to Andrew Monteath, president of the PAA Management Club in San Juan, Puerto Rico.

Representing 100 percent of the eligible personnel of PAA stationed in San Juan, 37 charter members also had the satisfaction of knowing that their charter had been presented in just a little more than a month from the date of their first full organizational meeting.

Monteath, in accepting the charter and gavel from Bush, predicted "fair sailing and a bright future ahead for our organization."

He noted that the club's officers represented a cross-section of the personnel based on San Juan. In addition to Monteath, who is assistant station officer, officers are Alfred Lucignani, commissary, vice president; John A. Fernandez, station traffic manager, secretary, and Joe Kadar, accounting, treasurer.

Bush stressed that the job ahead for the San Juan club is an important one.

"It is the hope of the NAF that the PAA Management Club in San Juan is the forerunner of other clubs here in Puerto Rico and that it may pioneer the spread of the principles of the NAF in the rapidly expanding industrial field in the islands of the Caribbean."

ST. LOUIS COUNCIL ELECTS

East St. Louis, Ill.—The A.S.F. Foremen's Club of American Steel Foundries recently played host at the installation of new officers of the St. Louis Area Council of NAF Clubs.

A. O. Anderson, NAF national director, installed the following new council officers: President R. E. Edwards, American Steel Foundries; Vice President Norman Nielson, Nesco, Inc.; Secretary Paul Naughton, Hussmann Refrigerator Co., and Treasurer Walter Mosby, American Steel Foundries.

MANAGE March 1953

"BLUEPRINT FOR FREEDOM"

Cincinnati, Ohio—On January 10, 1953, Clarence Manion, prominent lawyer, professor and author, spoke under the auspices of the Tool Steel Management Club at an open meeting held at the Elmwood Place Public School auditorium. All employees of the Tool Steel Gear and Pinion Company and their guests were invited to the meeting.

Due to the reception accorded Mr. Manion's speech and to the interest which has been aroused by it, the Tool Steel Management Club is considering holding periodic open meetings for the employees of the company as part of an educational program where other prominent speakers will discuss timely subjects so that both employees and members of the club can become better informed and better acquainted with governmental, economic and other pertinent problems of the day.

John Busemeyer

DAYTON RUBBER GETS CHARTER

Waynesville, N. C.—One of the newest members of the NAF family is the Dayton Rubber Management Club of Waynesville which received its charter from NAF Director O. A. Harrill in January.

Officers of the new club, the second to become affiliated with the NAF in North Carolina, are V. C. Nobeck, president; Hollis Chase, vice president, and Harry McCracken, secretary-treasurer.

Instrumental in organizing the club was Factory Manager J. G. McKinley who was one of the original members of the NAF when it was founded.

V. C. Nobeck

"YOU ARE AMERICA'S BEST SALESMEN"

Kokomo, Ind.—"Americans are the best salesmen in the world when it comes to toothpaste or soap, but when the opportunity comes to sell the best product we have—Americanism—we are the poorest salesmen," Tom Kaufman of the public relations division of Allis Chalmers told the Kokomo Foremen's Club recently.

Kaufman continued that one of the reasons we make poor salesmen of this product is that we don't know enough about it—we take its freedoms for granted.

"Persons of foreign birth living here cherish freedom above everything else merely because they have not experienced much of it," Kaufman remarked.

The speaker called for an increased awareness among all Americans as the major step to becoming better "salesmen." He urged support for such movements as the Voice of America and Crusade for Freedom to bring the truth to those behind the Iron Curtain, where Russia has successfully sold her inferior product, Communism.

MANAGE March 1953

APEX

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CLARK "CIVIC NIGHT"

Battle Creek, Mich.—Teachers often train their students so well that the students make more money than the teachers, the Clark Equipment Co. Foremen's Club was told at its fifth annual "Civic Night" meeting held in January.

The panel conducting the program consisted of W. Nault, principal of W. K. Kellogg Jr. High; Miss G. Brouwer, principal of Coburn School; J. Postman, principal of Battle Creek High School; Dr. Virgil Rogers, superintendent of schools and president of the American Association of School Administrators; Mrs. H. Steele, special elementary consultant, and W. J. McQuiston, vice president of the Battle Creek school board. They discussed the administration and supervision of the Battle Creek public school system and the comparisons and contrasts between their problems in education and ours in industry.

R. A. Corey

HUNTINGTON LADIES NIGHT

Huntington, W. Va.—Over 200 members and wives of the Foreman-Manager's Club of Huntington were present for the second annual "Ladies Night" recently.

Highlighting the evening entertainment was a talk given by Dr. Charles H. Moffat, professor of history at Marshall College. Dr. Moffat spoke on the Presidents' Ladies from "Martha to Mamie."

W. A. Dickson

NEW RATE

The NAF Board of Directors has approved a MANAGE subscription rate reduction for retired members. The new rate is \$2.00 per year, a reduction of 50 cents from the previous subscription price. Other subscription rates remain unchanged.

CONVAIR EXPANDS MANAGEMENT COURSE

Fort Worth, Texas—The Convaire Management Club, in cooperation with Texas Christian University, is now conducting its fourth semester of college-level training for Convaire supervisory personnel.

The management curriculum, which was inaugurated during the spring of 1952, is being expanded from an original two courses to four this semester.

Courses being offered and the instructors, all TCU professors, are "Business and Industrial Mathematics," Dr. C. R. Sherer; "Effective Communications in Industry," Dr. E. L. Pross; "Applied Business Psychology," Dr. O. R. Nielson, and "Human Relations in Industry," Dr. E. M. Sowell.

All courses may be taken on either a college-credit or certificate basis.

R. B. Craig



SYRACUSE HEARS ABOUT LABOR-MANAGEMENT RELATIONS—Father Richard M. McKeon, third from left, LeMoyne College, was the principal speaker at the January meeting of the Syracuse, N. Y., Management Club. At left is George Dewey, new President, and second from left is Jack Walsh, immediate past President. At right is William Bushong, Program Chairman.



UNVEILING OF THE "SANGOVEX"—Push-button management club meetings, we hear, are to be the latest thing in NAF circles according to the Sangamo Electric Management Club. Sangamo unveiled their new electronic brain at the "Management Night" meeting held recently when the machine was called upon to compose the main speeches of the evening. Shown above during the demonstration are (left to right) Robert Bretcher, Sangamo Vice Presidents Charles H. Lanphier and Robert Lanphier, Jr., and Sangamo Secretary-Treasurer C. L. Clark.



"LIFE IN OCCUPIED GERMANY" was the topic of a talk given by Donald Noggle, Attorney General for the Southern Zone of Bavaria, before the American Forging & Socket Management Club of Pontiac, Michigan recently. Pictured above are, left to right, Vice President Al Rhodes, President Bill McRae, Mr. Noggle, Secretary John Steinhelper and Treasurer Frank Moreau.

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LEADERSHIP FOR FREEDOM . . .

(Continued from Page 9)

collectivism is to emphasize the community.

For example, some independent universities are sponsoring community and regional institutes for business men or farmers. Some corporations are contracting with independent universities for long-range courses for their junior executives and their shop foremen. In our changing society, the junior executive or the shop foreman requires more than specialized knowledge of his work responsibility or his craft. He must understand something about the national scene as a whole and something about the international scene as well. He is in direct contact with lower echelon employees, and so he must be in position to answer their questions and quiet their doubts about the nature of our profit-and-loss system.

He must be able to tie together the things they know with the things they do. He must know how to talk in their language and use terms that will interest them and merit their respect.

If we do not want a planned society in America, we must make it easier for the individual to plan for himself. He cannot or he will not do that without a grasp of the simple fundamentals of our competitive capitalism. For example, the plant employee ought to know where his job comes from; he should understand that while he is investing his time and his skill, the accumulated savings of others—including himself in many cases—

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have been invested in the tools with which he works. Business recognizes the vital need of explaining itself to the man in the workshop.

At a recent conference sponsored by the Chamber of Commerce of the United States, more than half a hundred concerns and corporations were represented by men and women who specialize in one phase or another of human relations.

Some were officers of major corporations; others represented smaller industry; some were the sole owners of their plants who must be their own specialists in human relations.

Today's business man must have a highly developed sense of community service and of human values. He must know how to work with people or else he must have the ability to select and employ others who do. The business man of yesterday did not have to cope with many of the elements that confront present-day management.

As you all know, Red Grange was one of the greatest stars of the 1920's. But just a few months ago, he stated in a magazine article, that he could not make the first team today.

He went on to quote his old coach at the University of Illinois—Bob Zuppke—as saying that modern football is infinitely more complex than yesterday's variety. The game demands equal speed, equal courage and equal endurance, but it also demands a great deal more teamwork and thinking.

That is just as true in modern business as it is in modern football.

The old virtues of energy, enthusiasm and plain hard work will never grow out of style, but present-day management—from top to bottom—must think in broad terms and put the accent on team work.

GOVERNMENTAL SUBSIDIES

The alien and reactionary doctrine of security for everybody through government direction has found an alarming degree of acceptance.

We must allow for notable exceptions, of course, but the fact remains that a whole generation of

young men and women has been conditioned to accept a larger role for government in our economic affairs. They have been taught to put security first, opportunity second.

Searching and logical minds will agree with Shakespeare that "security is mortal's chiefest enemy," but we dare not ignore the appeal of the word. Security is a basic human urge. That is why demagogues dwell upon it to recruit their followings.

They are behind every government policy that jeopardizes the stability of our currency and credit; they promote the idea of taxes that destroy incentive by removing the reward of effort.

Let us consider, for a second, the matter of federal grants to public universities for a variety of study projects, many of which are allied to national defense. These grants may be good in themselves. But there are strings attached to them. Government does not subsidize anything without reserving the right to monitor the subsidy in some degree or another. There are dangerous potentials in government grants whenever they tend to assume a dominant influence in university policy.

The federal tax money granted for research purposes may be difficult to criticize, but in the hands of the wrong administrators, it can be an opening wedge for federalizing all education. It is an old practice of the propagandists for centralized authority to point to a wise and prudent use of tax dollars as an excuse for every imprudent and socialistic scheme they can dream up.

The officers and trustees of every tax-supported institution in the country have a definite responsibility to the taxpayers who support that institution. The state college is responsible to the taxpayers of that state, not to Washington. They must evaluate their programs in light of their service to those who support their work.

By the same token, the free enterprise university that expects to draw on business for support,

has a definite responsibility to the institution of business. It is not a narrow obligation. The business community would be the last to draw up a blueprint for education and insist on rigid adherence to its limitations. That would be a form of controlism, and business is against controls.

HISTORICAL UNDERSTANDING

Business wants education to provide leadership for freedom.

That means trained minds that can impart to others the story of America's success and why all forms of socialism fail. That means our young men and women emerging from the campus must have a solid understanding of our history—of our constitution—and of the workings of our republic.

There has been a marked tendency in recent years to exalt the appointed officers of government as all-wise and to defame and ridicule the institution of the elected congress. Similar tactics in other nations have been preludes to dictatorships. The congress is the bed rock foundation of this republic. Our history has proved it many times. The moderate-sized, independent university is in a strong position to emphasize a more intimate knowledge of our history. This does not mean looking back to yesterday and forgetting the demands of the moment and tomorrow. The American constitution is a living document, both flexible and resilient.

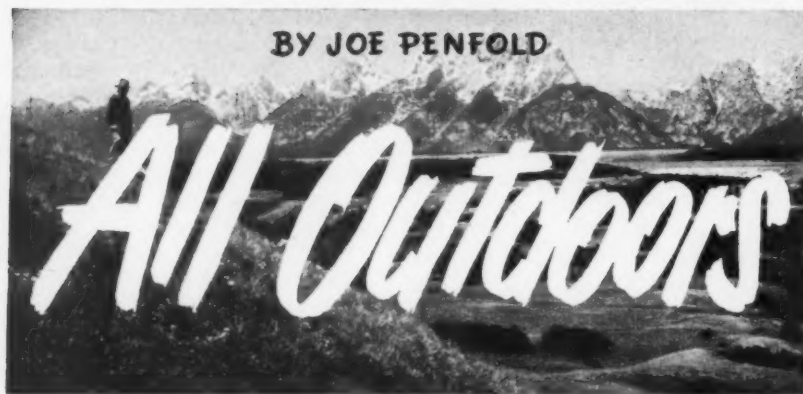
It has seen us through many crises. We can never go wrong if we live within its terms. We cannot live within its terms unless we understand it.

Our young men and women must also have a solid understanding of our free enterprise economy. It is in their own self-interest to understand its processes. Every year, the profit-and-loss system must provide six hundred thousand new jobs for those who emerge from the campus and enter our labor market.

The profit-and-loss system can do this only through expansion; and it cannot expand if it is hamstrung

(Continued on Page 29)

BY JOE PENFOLD



MORE AND MORE OF US

The Fish and Wildlife Service has just released the tally of hunting and fishing licenses sold last year, and they're up some more. 17,127,896 anglers bought licenses to fish, and 13,902,428 bought hunting licenses. Michigan led the pack in anglers, Pennsylvania in hunters. Year by year the pressure on our fish and wildlife populations increases, and the job faced by the 48 state game and fish departments gets bigger proportionately. Sportsmen will have to face the facts in the future. We'll all have to go into the field with the idea of sport, relaxation and fun and with less emphasis on getting a full bag. Place to start that, of course, is with our young people. What we old fogies do in bringing up our kids as thorough sportsmen in the very best sense will tell the fish and wildlife story 10, 15 and 20 years from now.

A GOOD BILL

Along that line, sportsmen have a chance to back a good piece of legislation, introduced in this Congress by Representative Howard Baker of Tennessee. The "Baker Bill", H. R. 1972, (similar to the "Tackett Bill" introduced in Congress last session but which didn't quite make it) would set aside 10% of income earned by the National Forests from timber sales, grazing fees, leases, etc. for recreation development, maintenance and improvement of wildlife habitat. It's a better bill than the former "Tackett Bill" in that it sets a ceiling of 5½ million for any one year

and prohibits use of the funds for acquisition of land.

The 180 million acres of National Forest, mostly in the West—but substantial acreages in some 42 states—provide the last big block of public lands open to all citizens for hunting, fishing, and recreation of all kinds. Funds for the development of these lands for that purpose have been few and far between. Campgrounds have deteriorated badly, as have roads and trails. With the vast increase in use, severe problems of sanitation and public protection have developed. Funds made available, should this Bill pass, would permit the Forest Service to go about the job of rehabilitating these facilities in an orderly and efficient manner, and increase such facilities where needed.

As the funds would also be available for fish and wildlife habitat improvement, the Forest Service would be in a position to work out cooperative programs with the various state game and fish departments to rehabilitate and improve forage and habitat conditions.

If the Bill becomes law, we can expect vast improvement and adequate facilities to take care of the increasing millions who use the national forests for recreation. Your Congressman would be glad to get your comments and ideas on this Bill.

REGISTRATION OF FIREARMS

We note that quite a few state legislatures are considering laws which would require registration of firearms and a police permit to possess such lethal weapons. Seems

to us most of these proposals stem from a type of emotionalism rather than from hard hearted recognition of the problem and the facts about it.

Police permits and registration of firearms just don't succeed in keeping firearms from thugs and hoodlums. Nor has such legislation resulted in any decrease in crime. The 40 year old "Sullivan" law in New York demonstrates that.

Severe and immediate prosecution and conviction of crimes where firearms play a part, and strict enforcement of "concealed" weapons laws now on the books in most states would come closer to getting the job done. And without further regimentation and harassment of the law-abiding citizen.

The National Rifle Association has suggested a "Uniform State Pistol Act" which seems to fill the bill. A copy of this furnished any state legislature considering such legislation might be quite helpful.

Alan Baker, outdoor editor of the *Sudbury Daily Star*, is getting out a 20-page Outdoor and Vacation Guide which will emphasize the outdoor attractions of northern Ontario and its excellent opportunities for hunting and fishing. Knowing what a swell job Alan does, we recommend getting a copy if you have any idea of a vacation trip to Ontario, Canada, this year. The guide is free. Drop me a card, and I'll see that you get one.

THROUGH THE ICE

The Wisconsin Conservation Department comments that the food value of game and fish becomes less and less a reason for our going hunting and fishing. "Anyone whose memory runs back a half century recalls the status of ice fishing in the early days. Men out of work in winter took to the ice to piece out the hungry time and it was common enough to see them peddling perch from door to door at ten cents a dozen. An oldtimer brought back to view the thousands of people on Madison's Mendota Lake this winter would interpret the scene as the depth of hard times. You couldn't explain to him

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why a prosperous citizen might be squatting on the ice intently watching a tip-up."

Ice fishing is cold sport but it can be a lot of fun, too. A few weeks back a couple of us drove over to the Yampa River of western Colorado to have a try for the Rocky Mountain Whitefish. Similar to eastern varieties, the "whitie" is fine sport to catch using trout technique with dry flies.

He proves plenty sport through the ice as well. Best bait is the natural forage the whitefish is taking during the winter—helgramites and various species of larvae. Getting a supply of such means some cold work, wading the icy stream, kicking over rocks while your partner holds a screen below to catch the bait loosened from their hold on the rocks.

The whitefish has a very small and tender mouth so a small hook, not larger than a number 12, is used. When fishing in the current, that is, where the current is swift enough to keep riffles clear of ice, most fishermen rig up with adequate lead on the end of the line and one or two droppers above. Fishing method is about the same as for trout using wet flies or bait, casting across the current and letting the bait ride down and around close to the bottom.

Where ice is solid and a hole is chopped, we've had best luck with a single hook below the lead, fished just at the bottom and kept in constant motion. The whitefish more or less sucks in the bait rather than striking it. The strike then is more a very gentle little tug. That's the time to bring him in easily but steadily. Striking back at him will likely tear the hook out of his tender lip.

In some Colorado waters, and same is true in Wyoming, the whitefish is considered too plentiful—it does compete directly with trout for food. The trend is to liberalize the whitefish seasons and encourage fishermen to go after him. Whitefish is excellent eating and taken out of ice cold water is firm and in our opinion tops in the fry pan.

MANAGE March 1953



KENNAMATIC
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Sure Cure

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**CUTTING
HEADACHE**

If you have a cutting headache, caused by tool failure, take this three-way cure:

- (1) Use Kennametal cemented carbide . . .
- (2) in tooling designed by our engineers who know carbides from the ground floor up . . .
- (3) applied with the help of our field engineers whose aggregate experience is greater than that of any other carbide tool manufacturer.

This cure is working in thousands of shops—handling jobs which no other tools can do. But, even if you don't have a cutting headache, consider this important point:

Tooling that takes tough jobs in stride is the kind to use, also, on routine jobs where floor-to-floor time and overall cost-per-piece must be determined with accuracy, and maintained.

That tooling is Kennametal. Let us prove it in your shop. Kennametal Inc., Latrobe, Pa.

KENNAMETAL

CEMENTED CARBIDE TOOLING
THAT INCREASES PRODUCTIVITY



How would you have solved this?

HERE IS THE SUPERVISORY PROBLEM FOR MARCH

Jimmy Doe is a bright young man (31 years old) employed the past four years in the engineering department of the Thumpo Company, makers of sheet metal products. He is a junior engineer, reporting to the assistant manager of engineering. The manager of engineering is a man about 60 years old, with 33 years of experience behind him at the Thumpo Company. He is quiet, easy-going and not too progressive. The assistant manager is 45 years old, with 15 years of Thumpo experience, and he possesses a personality identical to that of the manager.

Jimmy thinks a lot of things are done wrongly in the engineering department, and during his first two years he made lots of suggestions for the improvement of techniques to the assistant manager. Some of them were followed, bringing considerable credit to the manager and assistant manager. Jimmy finally "told-off" the manager and assistant manager one day and vowed he would not continue to make good suggestions if he was to get none of the credit.

So for the past two years, Jimmy has been taking his recommendations for engineering department improvements directly to the president of the company. The president is embarrassed by the situation, though he recognizes Jimmy's ability, because he sees many of the suggestions are good ones and passes them on to the manager of engineering to be put into operation. He feels that the young man does not have the Thumpo Company experience necessary to make him a good department head or an executive, and that the ideal place

for him is in the engineering department where he is. The president further realizes that the manager and assistant manager of engineering are "in a rut" and not doing the kind of work necessary to make Thumpo more successful in the sheet metal products field. In short, Jimmy Doe is showing up his bosses and the president realizes it.

So the president must make a decision quickly in regard to Jimmy Doe. Should he allow the manager of engineering to fire Jimmy in order to preserve the unity of the engineering department—or what? If you were president of the Thumpo Company, exactly what would you do—and why?

Here Was the February Supervisory Problem

To the Editor:

I am the advertising manager for a large retail department store. My duties consist of directing the creation and production of advertising campaigns. I have had twenty years experience in advertising and under my direction are talented and experienced personnel.

I have been with this department store one year, and it's been a year of the most perplexing and exasperating experience of my career.

My boss, who is sole owner of the business, fancies himself an advertising expert. Need I say more? Not only are our department's ideas vetoed, but his (the boss's) ideas are crammed down our throats. I have really attempted to discuss the problem with him and to point out that our newspaper ads look terrible because of his interference, and that the whole advertising program could be more effective and more economical. He merely grunts and remarks "Look, I've been in business

here for forty years and we're doing all right—I know good advertising when I see it." What can I do? I've come to the conclusion that advertising is his hobby. He just likes to meddle in it.

Business is good now, so the boss claims credit with his advertising ideas. How can I convince him that with our professional advertising staff we could handle our duties more effectively and economically without his interference?

William DeDoe

FEBRUARY WINNERS

Following are the best "solutions" to the supervisory problem of the February issue. The men who wrote them have received checks for \$10.00 each and a handsome two-color Merit Award certificate for framing.

Application of Diplomacy

By Phil D. Gathings, Jr., Consolidated Vultee Aircraft, Fort Worth, Texas.

Mr. DeDoe, your problem will require patience and diplomacy and it will, no doubt, take a little time to accomplish the desired results.

Approach your boss when he is alone in his office and at a time when he and you both are in a favorable frame of mind. Let him know that you admire his business ability and knowledge of the concern of which he is owner and manager. Then remind him again of your past training and experience. It might be wise to re-iterate the qualifications of each man on your staff and explain to him that he hired all of you and is paying for the training you and your men have received. He, no doubt, hired you because of this special training, and it would be to his advantage to capitalize on this training by allowing you to exercise some privileges in carrying on the work for which you were hired.

When you have won your boss' cooperation, even in a minute degree, go to the personnel in your group and explain to them the need of patience. Tell them how important it is to prac-

tice a "give-and-take policy" with the boss until you have gained his fullest confidence.

Ask, Don't Tell!

By Clarence L. Fehr, Spang Chalfant division, National Supply Co., Ambridge, Pa.

From the facts presented by William DeDoe who has been employed only one year and has had difficulties with his boss from the very beginning, he must have started out by telling instead of asking, which is wrong.

If I had been a man of his twenty years experience, my first job would have been to sell myself to the boss by getting his ideas and incorporating them at the start. I would then slowly feel my way and make suggestions from time to time, always remembering to let him think he is making the decisions.

William DeDoe may have tried to discuss his problems with his boss, but when he was blunt to the point of telling him his newspaper ads look terrible, he certainly wasn't trying to make friends with him. He could have done just as well by slapping him in the face.

Experience or ability is nothing more than a commodity just the same as a pair of shoes, a dress, etc. If some high pressure salesman would force you to buy a pair of shoes that you're not completely sold on, it is almost certain that you will not like them and may never wear them again. The same principle applies to a man trying to sell his experience or ability. Cramming your ideas down your boss' throat will only tend to make him resent you and everything you try to do in the future.

Bosses are human beings just the same as William DeDoe and myself. We all liked to be asked, not told. So why not treat the boss the way we would like to be treated ourselves.

Paternalistic Tendencies


By D. R. Barnes, United Air Lines, Inc., South San Francisco, Calif.


Mr. DeDoe, your problem is not a unique one. There are several things you must remember in your case, all of which are evidently having a decided effect on your operation.

Granted that you are the advertising manager for the store, but you must still remember that you are the owner's subordinate. It is true that in many operations where there are multiple executives, your job should allow you almost absolute control of your field. This is not the case in a one-owner plant or store. In most cases of this type the paternalistic tendencies of the sole owner are such that you will always have interferences in your department.


You say that your ideas are vetoed. Are they all vetoed, or are they modified to suit the boss' idea of what his customers will want in the way of advertising? It seems to me that you can expect to have resistance when you tell the boss that his ideas are terrible and that he interferes. It would appear that perhaps a little more diplomatic approach to him with your problems, and perhaps a little more study of his personality and desires might help you to anticipate his wants a little better.

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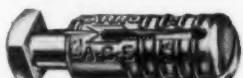
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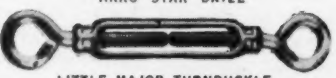
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LEADERSHIP FOR FREEDOM

(Continued from Page 25)

by federal controls and a tax structure that drains away the money that would normally be spent for expansion.

Perhaps it is trite to mention the goose that lays the golden eggs—but it is true that the goose has had the axe of socialism dangling just above its neck for 20 years.

Education is the hope of tomorrow for our free society today. But education to fulfill that hope must meet this current challenge. For the first time in American history we must teach in our colleges and universities the personal virtues of self-reliance and self-respect which our founding fathers possessed. For generations these virtues were taken for granted. But the opiate of security as wards of the Government has been substituted for freedom of opportunity. Security achieved by paternalism of the State has indeed become "mortal's chiefest enemy."

To forge character, equip minds, and prepare hands for the task ahead is the real challenge to our universities and colleges.

May we all go forward together in preserving our precious freedoms for our people and especially the freedom of opportunity for the young men and women committed to us for training and education.

THE FOREMAN'S PLACE ON THE MANAGEMENT TEAM . . .

(Continued from Page 12)

foreman may get left out of the picture. He sometimes has the disadvantage of being too far away from the center of activity. "Out of sight, out of mind." His problem is geographical. Top management does not have the daily opportunity to see him as it does most of the other members of the management team and therefore he feels as neglected as Rudolph the red-nosed reindeer. The pressure of his job demands much closer supervision of his people than any other management job, and therefore management may be reluctant to pull him away for briefing sessions. There is not much that the fore-

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1700 N. Boone Ave.

WHAT LABOR IS SAYING

This is a digest of the expressions of organized labor groups and leaders throughout the United States. MANAGE offers this objective report of the thinking of organized labor as a special service to management.

● MEMBERS OF THE INTERNATIONAL Association of Machinists were warned a richly-financed campaign to write "a millionaires' amendment into the United States Constitution" is being renewed in the legislatures of 20 states as well as in Congress. The amendment, according to the I. A. M., would result in lowering taxes paid by the wealthy and corporations and raising the tax burden of wage-earners.

● THE C. I. O. EXECUTIVE BOARD blasted Senator Taft's proposed Taft-Hartley Act amendment to strengthen the "employer free space" provision of the law. The C. I. O. group declared that the amendment would give more license to employers to engage in anti-labor intimidation and coercion. The Board took the stand that employers already have too much free speech privilege in lambasting unions.

● CRITICISM WAS LEVELED AT PRESIDENT EISENHOWER by the C. I. O. for failing to make reference to improving the minimum wage law in his State of the Union message. The union commented that the present minimum of 75c is inadequate and "without improvement to at least \$1.25 per hour, the minimum wage law does not adequately protect against sub-standard living conditions."

● THE BIG TOLEDO LOCAL 12 of the C. I. O. Auto Workers announced that Willys-Overland Co. has agreed to build a \$450,000 diagnostic clinic to be owned and operated by the local's Willys-Overland unit.

● WRITING HIS LAST COLUMN in the Labor Information Bulletin, Maurice J. Tobin, former Secretary of Labor, said: "The past gains of the American working men and women are in jeopardy. Their future progress is in doubt. This is a time to close ranks and present a united front against labor's enemies. . . ."

● THE A. F. OF L. administrative committee of Labor's League for Political Education decided to conduct annual campaigns among A. F. of L. members for political contributions beginning this year at the rate of \$1 per member. The committee also decided to create a women's division in the league to stimulate greater support for labor's political objectives among wives and relatives of union members, as well as among women workers.

● MANY LABOR NEWSPAPERS AND MAGAZINES REMINDED organized labor members last month that Abraham Lincoln said: "Labor is prior to, and independent of, capital. Capital is only the fruit of labor, and could never have existed if labor had not first existed. Labor is the superior of capital and deserves much the higher counsel."

● FORTY-FIVE STRIKING soft-drink drivers in Washington, D. C., were drawing \$40 weekly relief checks last month, contributed by their brother Teamsters in the area. The drivers sought a \$25 (instead of \$10) basic weekly wage and 10c for every case delivered (instead of 8c). The local's business manager said the Teamsters won a similar strike in Pittsburgh after remaining off the job for 16 months.

● THE AVERAGE HOURLY EARNINGS of factory workers rose from \$1.54 to \$1.73, or 12 percent, between December, 1950, and December, 1951, the Bureau of Labor Statistics has reported. Part of the increase was due to a lengthening in the average work week, with more overtime work at premium pay.

● WITH ONLY 168 MORE HOURS remaining as President, Harry S. Truman granted an interview to John Herling, a writer for "Steel Labor," and said: "Nobody can deliver the labor vote and it's a good thing that can't be done."

THE FOREMAN'S PLACE ON THE MANAGEMENT TEAM . . .

(Continued from Page 29)

man can do about this geographical problem. He can't pick up his department and move it closer to the office. But if he is being neglected and ignored, for this reason, he must not sit back and stew. He must find an opportunity to leave the floor and get up to see the plant manager and other members of top management to find out for himself what is going on. If he does not do this, he will lose touch with general plans and policies and therefore cannot remain an effective member of the management team. On the other hand, perhaps top management has the general philosophy of leaving a man alone and holding him responsible for overall results. If the details are left up to the foreman, top management may feel that frequent visitation may be interpreted as a lack of confidence. If this is the situation, the foreman should be flattered by neglect.

KEEPING UP WITH GROWTH

Another reason for that uneasy feeling on the part of the foreman may be a changing pattern of organization. Many of you may be with organizations that have grown slowly over the years, and perhaps you have failed to absorb all the implications of this growth. Here's what I mean by that. Back in the old days, you had a one man management—a president who made all the decisions. He was sales manager, chief engineer, chief accountant, etc.. He did everything. There was no difficulty then in knowing where you stood. As the organization started to grow and it was no longer possible for one man to keep his finger on all the functions of the organization, he began to hire staff specialists. After this happened, whenever you had a problem of, for example, meeting the design tolerances, instead of being able to go to the president and get a straight answer, you were sidetracked over to a chief engineer and handed a lot of guff. As the company grew in size, the president perhaps had to delegate more duties and more strange manage-

ment people appeared on the scene. To make matters worse, some of these specialists began talking in a language that made you wonder if you were in a foreign country. You started hearing the terms—job evaluation, merit rating, methods time measurements, standard costs, psychological testing, aptitude tests, scheduling and dispatching and the rest of it. In short, you began to lose touch with the top and at this point you had to stop and take a reading. Either you had to get educated or get an interpreter. Gentlemen, this is it—a new language of management has sprung up and the foremen must learn it or be faced with a serious communication problem. These staff and functional specialties have proved their worth in getting out more production and they are here to stay. But how can top management talk over its plans and goals in these new terms if the foreman has not made an effort to acquaint himself with the new vocabulary and adjust himself to the changing pattern of the organization and with the various staff specialties of management? He must continue to read and study about his job and the entire job of management if he expects to be a participating member on the management team. He should ask the specialists themselves to educate him and explain their functions. Did you ever try to talk baseball to a man who had never seen a game or read a rule book? All of the members of management must have a common understanding and a common terminology before consultation is possible.

Another problem of organization that perhaps the foreman can do little about is the fact that he may have to pass through several layers of supervision before he can reach the man he wants to talk to. For example, if he wants to see the president, he may first have to see the assistant superintendent, the superintendent, the assistant general manager, the general manager, the vice president, the assistant to the president and finally the president. If he by-passes any one of these layers, he may have a serious political problem on his hands. Top

management should recognize this and eliminate layers of supervision as much as possible and try to keep the structure of the organization flat and broad.

HUMAN RELATIONS

There are a few pet programs of management in which they expect special cooperation of the foremen. First in importance is this broad program of human relations that has become so popular. Management is being told from many quarters—in its literature and in its conferences—that it must pay more attention to the individual person and stop dealing with men as masses. The Pope, in his recent Christmas message lamented the "depersonalization" of the individual as one of the evils that attends our modern industrial form. What is going to happen to this vast human relations program in American business if it is not followed up by the daily personal touch of the foreman—making the people feel that they are working for a company and a man who is really interested in their welfare five days a week? Although the individual worker is really on the company payroll, he is working for *you* and it is your attitude that will form his opinion of the company. Too many times a worker will check in and be assigned to his job with all the warmth and interest that a diesel setter shows when he slaps a die into the press. He is told nothing about the company, its products or its plans. He reports to work just to operate a machine instead of to help build a product.

Now don't forget that we are talking about getting out production. The foreman's job is to get production from his people. But who can deny that the best way to get a person to produce is to get him to want to produce. He will want to produce if he likes the company and the man he is working for, because we all tend to reduce things to personalities. Studies have been made in several industries over the past few years in an attempt to discover the various things making up high productivity. As you might suspect, the

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THE FOREMAN'S PLACE ON THE MANAGEMENT TEAM . . .

(Continued from Page 31)

answers come up time and time again that good supervision—good foremanship—is the most important element, but it was further proved that the foremen of high-producing groups are those more interested in individuals and those who take a more personal approach to them. Foremen frequently complain that the union steward has more influence over the people than they do. But too often it is because the foreman does not take the sincere personal interest in his workers that the union does and does not make an effort to know his people and help each one develop.

WHAT IS EXPECTED OF YOU

We have been talking somewhat generally about the foreman's position. One of our shortcomings is the failure to become more specific about the job of the foreman. A vague assignment is a very frustrating one. You should know exactly what is expected of you and your relationships on the management team should be carefully spelled out in a written description or job specification. There is an encouraging trend to set up a foreman's department as if he were in business for himself. He and the plant manager agree on production and cost goals and the foreman calls upon the various staffs for assistance as he needs it to run his business. At the end of a month, or any other given period, he then has an opportunity to evaluate his progress and know how he is performing.

There is no question that the foreman has a tough job to fill and it is readily apparent that it is getting tougher every day. There are few jobs more demanding than the constant supervision of large groups of people. Your job can be eased somewhat by learning to lean on the staff specialties of the management team that are there to help you.

MANAGEMENT MUST BE A PROFESSION . . .

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ways assumed that we automat-

ically have respect, reputation, loyalty, personality and other personal qualifications. We don't have these things. People give them to us and people take them away. You are going to have to *earn* respect, reputation and loyalty. And have you ever thought of your personality in this light? At best, your personality is made up of the prejudices, the attitudes and the feelings of other people toward you. You can't have a personality out on the desert. You must be a person among people.

Time and again the writer has conducted conferences on "Leadership—What is it and how do you achieve it?" Invariably, twenty to fifty traits and characteristics of a leader are listed and discussed. Then it becomes almost impossible to remove any of the qualifications from the list. True, only one man in 2000 years had all these qualities as a leader but we all like to think of them as ideals.

STANDARD OF CONDUCT—CODE OF ETHICS

In last month's issue I said that I would, on two occasions, make reference to the group of people who had achieved the highest degree of acceptance by the public as professional men and women—the medical profession. This is my second reference. The average layman makes a statement about doctors which is truly remarkable. Have you ever heard this statement made by a layman in reference to a doctor? "The operation was successful but the patient died." Isn't that terrific? Have you ever heard anyone, including themselves speak of a doctor as a butcher? No and you never will. But did you ever hear one man in management call employees or another man in management an S.O.B. Brother, you don't have to answer that for me. I have been in some plants where to hear the conversation about the employees you could only draw two conclusions. They were all illegitimate. Either that or they had canine ancestors.

Come with me if you will while I make a tour of a few of the plants in this country. I'm not referring to your plant specifically because this is actually made up of a lot of

visits but maybe you'll recognize some slight similarity as I continue with my story.

I'm very much interested in what we may describe as industrial climate—the atmosphere that exists throughout the plant. Sad to say, sometimes you enter a plant and you can immediately sense or feel fears, suspicions, psychological walls or barriers—that seem to exist—sometimes between management and employees, sometimes between shop and office, sometimes between the same areas of management and sometimes between the first areas of management and middle and top management. To illustrate, I'll continue on our tour and you can hear what I hear, see what I see and feel what I feel.

My first step is the engineering department. This is natural because I was an engineer myself before I shifted to the field of industrial education and I feel an affinity to engineers. After a few minutes, one of the engineers says to me, "Bill, why in the world can't these dumb foremen ever learn to read a blueprint?" So I go to one of the foremen to whom he's referring and what does this man say? "If that high and mighty so-and-so would only get off his rear and get down into the shop sometimes, maybe we'd get someplace. Why half those screwballs redesign stuff before they ever know what it's to be used for." And there is a new language sweeping industrial America. It's like the jive talk your teen ager uses only they don't bother with names. Everybody in the plant has an initial. For obvious reasons I can't give you 100% shop language but I think I can give you enough so you'll know what I mean. Do you know what the foremen called the engineers in this plant? A. C.'s. Armchair geniuses!

My next stop is the machine shop. The foremen hits me with, "the superintendent was down here 30 minutes ago chewing me out about quality. Bill, did you ever work in a shop?" When I say yes, he continues, "well tell me, how in the h—l can you build quality into a porous casting. The so-and-so in the foundry is shipping me stuff I

(Continued on Page 34)

MANAGE March 1953

★ MANAGE SERVICE BUREAU ★

New Products and Free Publications for Management Men

Want to Invest?

An entertaining and instructive film, "Fair Exchange," is available for your management club meeting (or for meetings of other groups to which you belong). Film tells you what you can do and can't do with money—and what you should and shouldn't do. Many misunderstandings about the "how" and "why" of investing in stocks are cleared up. Running time, 20 minutes, it is furnished by **Merrill Lynch, Pierce, Fenner & Beane**. Learn more about this good program feature—

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Versatile is the Word

Have trouble moving things in your department? Want to lower costs? Of course you do. The **Stewart-Glapat Corporation** has brought out a new double-boom **Adjustoveyor** for load carrying. This adjustable length conveyor is easy to handle, mobile, and can be used in so many places that it is many different conveyors in one. You can recognize the need for this, get the information on it and recommend it to your management. Learn more about it—

CIRCLE 302 ON SERVICE COUPON

Literature Offered in Ads

Apex Machine & Tool Co. (see page 23) will send you catalog 114 which describes its comprehensive line of production tools for tapping, stud setting and nut running.

CIRCLE A321 ON SERVICE COUPON

Arro Expansion Bolt Co. (see page 29) offers you catalog showing its complete line of anchors, toggle bolts, drills, turnbuckles, expansion shields. A handy book for shop or home.

CIRCLE A322 ON SERVICE COUPON

Alexander Hamilton Institute, an educational organization that has helped many foremen to higher management jobs, offers descriptive booklet "Forging Ahead in Business." You may use coupon on page 11 or

CIRCLE A323 ON SERVICE COUPON

Yard Sprinkler is so Handy

Spring is due this month and soon you'll be working in your yard. The **Andrews Sprinkler** is double, lightweight, plastic and can spray an area 12 feet wide by 50 feet long. You can drape it over your hillside, twine it around your flower beds, shape it to any contour of your landscaping. Will not rot or mildew even if stored wet. Info on price, etc.—

CIRCLE 303 ON SERVICE COUPON

Control of Electric Motors

Harwood's "Control of Electric Motors" is not a free book but you can learn more about what it has to offer from publisher, **John Wiley and Sons**. Add this to your technical library. This new third edition is prompted by the increasing use of electric motors in various fields.

CIRCLE 304 ON SERVICE COUPON

Industrial Electronics Course

The industrial electronics field is growing rapidly and it offers a challenge to supervisors who work now (or soon may work) on equipment which is dependent on electron tubes. The **International Correspondence Schools** now has a 46 lesson course on this vital subject. It doesn't cost anything to in-

quire about this course which may mean so much to your future.

CIRCLE 305 ON SERVICE COUPON

Don't Scatter Dust!

An improved method of removing dust has been developed by **Parlee Co.** instead of scattering the dust and taking a chance of staining or smearing merchandise with oil, you can use a new chemical, **Dust Absorber**, which quickly removes all accumulated dust. For more data—

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(Circle Number on Service Coupon)

307—Designed to take production line punishment is the new line of industrial soldering irons introduced by **Wall Manufacturing Co.** Catalog sheet tells of exclusive "Thermostatic Brain" that controls heat so perfectly that fusing and tip-burning are eliminated. These irons heat four times faster than ordinary irons. Many other features.

308—Bulletin P-5299 describes the "Portelator" manufactured by **Hamilton Tool Co.** This is an aid in the "positioning" of tools, materials, components, or product for machine setup, machine feeding, assembly or finish. Investigate this "materials handling" equipment for its use in your department.

Note: Inquiries for the items listed above will not be serviced beyond April 30.

MANAGE MAGAZINE

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1953

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City Zone State

MANAGEMENT MUST BE A PROFESSION . . .

(Continued from Page 32)
can't use. It's manufactured scrap." So I go to the foundry. Is it his fault? Naturally not. It's the darn pattern maker.

Next I hear about that guy you have running around the shop with a white towel on his shoulder. They call him "the screamer"—the expeditor. And the guy they call "the dog"—the scheduler. As one fellow put it, "the ink on our schedule never even gets dry. Why don't the wheels make up their mind on what they want done." Someone mentions the experimental or the tinker toy boys. Someone else squawks about that peculiar breed of cats you have walking around the plant with black glasses and seeing eye dogs. The inspectors. Did you ever hear of them? And then there is the young fellow for whom my heart bleeds, that most popular young man of all who walks around with a clip board under his arm and a stop watch in his hand. Do you know what they call him? Gestapo!

Here's the irony of all that I've mentioned. Will Rogers once said that he'd never met a rascal in his life who was a rascal after he'd met him, and it's as simple as all that. This fellow you're squawking about, whether he's in tooling, planning, front office, sales or anyplace is a human being like you. He gets up in the morning and puts his pants on one leg at a time. The old lady gives him a cold cup of coffee, the eggs are hard, the toast is burned and he comes to work feeling like h—I. So do you. Once you discover that the guy is a human being, like you, an amazing fact takes place. You find that the guy actually wants to pitch for you. Now for the life of me I can't see how we can ever expect anyone to consider us professional men unless and until we can mutually respect and understand each other. Somehow we are going to have to practice our own Code of Ethics.

STATUS AND NATIONAL ORGANIZATION OF PROFESSIONAL GROUP

I purposely list together the sixth and seventh characteristics of a

profession. It must be obvious that no matter how much we say we are professional men, it is only when we achieve *status*—acceptance by the public as a profession—that we have any possibility of achieving our ideal and this will best be accomplished by affiliation with a *national organization* pledged to the goal of management as a profession and providing a central core of inspiration and guidance in this direction. The National Association of Foremen is the only organization of management men dedicating itself to the task of obtaining recognition of management as a profession. This fact makes me proud to say that I belong to the NAF and I'm privileged to work for its ideals.

THE BIGGEST STUMBLING BLOCK

The biggest hurdle, as I see it, to achieving management as a profession is the tendency on the part of certain management men toward apathy or lack of concern. Let me illustrate it this way. I've known a certain foreman for about 15 years. He's about 55 years of age and his name is Charley. One time he came to me and said, "Bill, what's industry coming to? I've been a foreman about 17 years. I entered industry the hard way, serving as an apprentice and working my way up to journeyman, tool-and-die man and finally, after 13 years, I became a foreman. Now I watch them bring in these young punks out of college. They rotate them on different jobs in the plant—call them "loopers." First they're working for me. Next they're working with me. Next thing I know, the guy's my boss. What gives?" The only thing I can tell Charley and be truthful is, "Charlie, before you start squawking about all the tough breaks you've been getting, well have you ever taken a look in the mirror? What have you done to yourself the past 12 years?" Now this is a free country and you can do anything you want as long as you don't hurt someone else. You can drink, smoke, play pinochle, watch television—if you want to, you can be a bum. But don't complain because someone else has the guts and the gumption to make something of himself if you don't want to pay the price. I don't know

why so many times we're prone to be like the young fellow who walked into the doctor's office and knocked on the door. On his head he had a frying pan. Draped inside of it was an omelette fastened with scotch tape. Over the sides of the pan were hanging strips of bacon, lettuce, carrots, and celery. When the doctor answered the man said, "Are you the psychiatrist?" "Yes I am," said the doctor. "Well I came to see you about my brother!" Always my brother. Not me. The other guy needs it but I don't.

I'll close this article with a little story that I've taken from someone. It's my favorite because it illustrates most of the things that I've tried to get across. It's about Louis Agassiz, the great naturalist. As a boy, 6 years of age, he was taken by his mother for a vacation to the Alps. The lad soon found that by calling across the crags he could get an echo so he cried, "Hello, Hello, Hello," and 100,000 voices called back, "Hello, Hello, Hello." The boy continued, "Who are you? Who are you? Who are you?" Again the voices repeated, "Who are you? Who are you? Who are you?" With that the boy shouted, "I hate you! I hate you! I hate you!" The voices came back as strong, "I hate you! I hate you! I hate you!"

The boy was heart broken. With tears streaming down his face, he ran to his mother screaming, "Mommy, Mommy, I want to go home, I want to go home. Everybody hates me." The mother said, "Son, how can they possibly hate you? You're just a little boy. Besides, if they knew you like I know you, they couldn't help but love you. Go out and make friends with them."

The boy went back out again and shouted, "Come over and play. Come over and play. Come over and play." Once again 100,000 voices called back, "Come over and play. Come over and play. Come over and play." And then the little boy said, "I love you. I love you. I love you." And 100,000 voices called back as strong, "I love you. I love you. I love you."

God bless each one of you.

MANAGE March 1953



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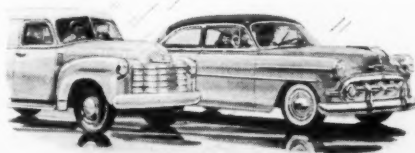
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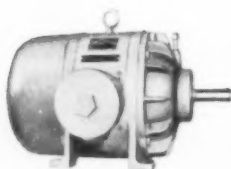
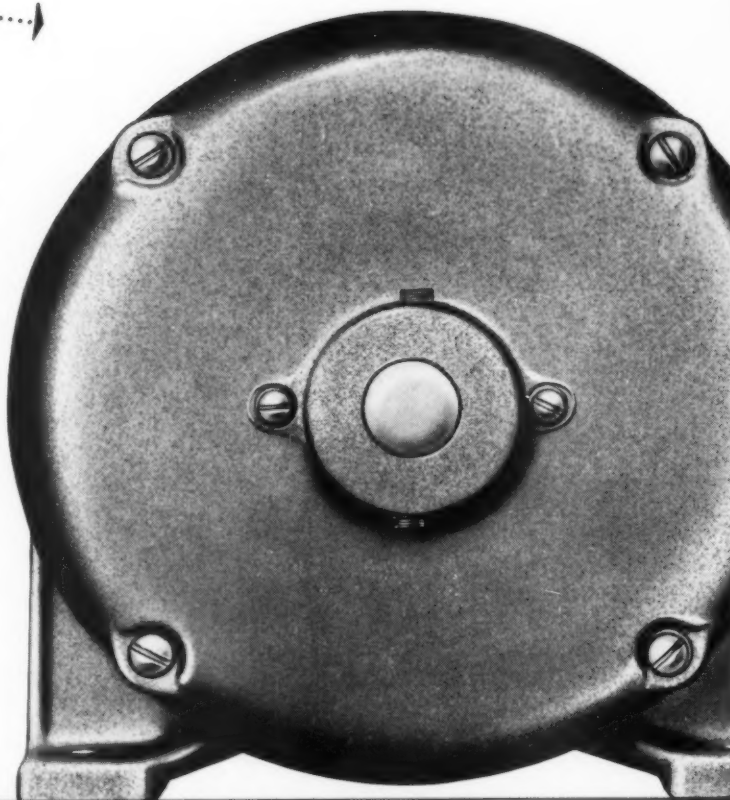
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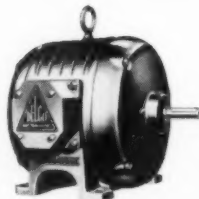
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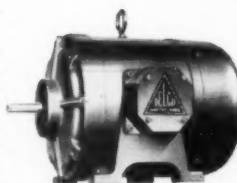
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